

September 4, 1968

on 1/30/69

Director of Logistics
Printing Services Division
Washington, D.C.

Dear Sir:

This is an informal report involving your Printing Services Division plants and dealing with management policy, the physical aspects of the various plants, the production of the plants both as to efficiency and quality, a few comments about personnel, and certain suggestions which are obvious and which would improve production.

2 The management policy seems to me to be excellent. In [] you have a fine administrative officer. His training has not been in printing, but he has grasped most readily the essentials of the graphic arts. In formulating a policy for the management of the plants, he has combined a knowledge of the requirements of the customer within the practical scope of what can be done with printing machinery. He has an organization, beginning with his deputy, which is highly skilled in the preparation and production of printed and photographic material, but is still able to think not alone in terms of printing but in the rigid requirements of the customer. It is easy for the top man to formulate a policy, but far more difficult to have that policy implemented by his organization and this, in my opinion, [] has done.

3 I have been through hundreds of printing plants in this country, and have observed the reactions of craftsmen, of foremen, of the apprentices to plant visits and inspections. In some, there is evidence of hostility, in others indifference, and in others an air of friendliness. The morale of the Printing Services Division plants seemed to me to be very high, and the personnel seemed pleased with the work they were doing, and showed an interested and confident attitude in talking to their supervisors about their work and their problems. This gives a high mark to the management policy in respect to labor relations and can't help but result in improved production.

4 The machinery needed to fulfill the customer's requirements is certainly sufficient at the present time, but each month and each year there are better machines, and the present plants tend toward obsolescence. Management is well aware

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of the explosive trends in the industry toward the automation and computerization of many phases of printing. At the present time, forward steps are being taken in the composing room and in the offset photography department to switch from hot metal to cold composition. Certain problems will be solved with the addition of another Monophoto, with the "in plant" control of the conversion of paper tape to computer magnetic tape, the conversion of selectric typewriter tape to computer magnetic tape, and with the addition of the 713/20 Photon, and eventually the 713/70 Photon.

5 The composing room offers the greatest opportunity to advance technologically, and yet there is still a hesitancy to cut the traditional cord of the hot metal typesetting machines. They have produced well over the years, they are reliable, your personnel are experienced in their use, and there is a reluctance found everywhere in the graphic arts industry to convert to cold composition by 100%. Now you have five line casting hot metal machines, and the goal of management is to cut down to one or two, and perhaps eventually none. At the present time, you are running two systems, one for hot metal and one for cold. When the customer is able to deliver manuscript in acceptable form for cold composition, it will certainly be possible to regard the linotype as stand-by equipment. Parenthetically, the head of your composing room is an old-time, experienced hot-metal man who has made a remarkable transition to the goal of computerized composition.

6 The Epic System is working remarkably well and credit should be given to the deputy, the foreman, and to the Systems Staff for their perseverance and their determination to promote the system. The Systems Staff have done a fine job, and an imaginative one in developing projects such as hyphen-less typography.

7 The efficient pressroom in the main plant is being improved by the new Meyle offset presses and otherwise is in need of no special additions except those caused by the wear and tear of constant production. The bindery production will be helped by three more pockets on the Macey signature collator, but otherwise the equipment seems to be sufficient for its tasks. There is a problem, probably bearing

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primarily with personnel, in the distribution center which comes under bindery supervision, and management is well aware of it, and is taking corrective measures.

8 There is, undoubtedly, a need for a new Monotype or Robertson overhead camera of a 30x40 size to replace the present Klimps^{ok}. Also, it seems obvious that an immediate requirement would be a new 35mm Microfilm processor to replace the present one which requires constant repairs, and also to insure stand-by equipment for the customer's extremely important jobs. ✓

7 In discussing specifics with the individual foremen, both in the main plant and the special plants, inquiry was made as to whether personnel could be eliminated by the purchase of any sort of new equipment. It was generally stated, and it is my belief, that considering the present workload, no personnel could be eliminated; but that certain new equipment, some of which is on order, will increase productive capacity. My other question was the availability of stand-by equipment in the event of normal power failures and up to real disasters, and I am convinced that management has an excellent stand-by program.✕

10 The training program was discussed and it is impressive and should create future craftsmen, foremen, and executives for the Division.

11 Probably the most important educational job to be done, however, is with the customer. He would receive better service, finer quality and a greater diversity of product if he furnished his manuscripts in the fashion best suited to the mechanical requirements of the plant. This should create no great inconvenience for the customer and would react to his advantage in every respect. I cannot stress too highly my feeling that the highest possible authority direct coordination between the source of the manuscript and its production in the plant itself. 7

12 There are some obvious improvements which could be made, and none of these are original with me. Management recognizes them.

1. The air conditioning system in the main

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plant is far from satisfactory from a humidifying viewpoint. It is not easy to control, it is inadequate and causes production delays and a subsequent loss of quality.

2. The practice of storing paper some 20 miles away in a non-air conditioned warehouse makes for difficulty in scheduling and in quality control. Ideally, the warehouse should be adjacent to the press room and subject to the same humidity. This would increase production and insure better quality.

13 The program established for replacement of machinery seems to be inadequate in its aggregate amount of yearly replacement. Your machinery is run over a greater number of hours per month than that in most commercial plants, and is, therefore, subject to a faster actual depreciation. It would be my opinion that for every \$1,000,000 of plant equipment, \$200,000 be allocated yearly for replacement, and I believe that your present replacement program is something less than that. ✓

14 There are several general observations which might be useful. My background has been allied with our national printing organization, Printing Industries of America. We have always contended that private industry could handle almost any governmental agency printing. However, in the case of Printing Services Division, I state, unequivocally, my opinion that private industry could not do as good a job, or produce the work as efficiently or even at your probable cost. You have a fine, well-rounded operation and are producing a quality on your fine printing which would be the envy of many a firm in the commercial industry. And, of course, the nature of the customer's work would require a mammoth job of security clearance if the commercial industry was to be involved.

15 Also, although it may be a gratuitous observation, I feel that in efficiency and quality, the product of the Printing Services Division far exceeds that of the Government Printing Office.

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STAT I would like to express my appreciation of the many
courtesies extended to me by [redacted] and, in
fact, everyone with whom I had any contact.

Very truly yours,

STAT [redacted]

WHW:mr